DoD Title 40/CCA LSS Initiative

Working Team Meeting

6 Nov 08

UNCLASSIFIED

Define The Problem

Title 40/CCA Working Team

Team Members			
Name	Role	Affiliation	DACI
Richard Sylvester & Ed Wingfield	**Process Owners**	**ARA/Commercial IT Policy**	**Driver**
Tomatra Minor	**Master Black Belt**	**NII/CIO**	**Driver**
Mr. David Wennergren & Dr. Nancy Spruill	**Sponsors**	**NII/CIO, AT&L**	**Approver**

CCA improves the design, development, use, and performance of IT investments

Charter

Problem Statement:	The Title 40/CCA process is perceived as non-value added, with redundant inputs, documentation and oversight. Roles, responsibilities, and metrics are unclear, and the process is not consistently executed or linked to the organizational mission and goals.
Business Case:	Reasons we are working this project: • To improve the effectiveness of certification and confirmation process • To decrease certification and confirmation processing time
Customer Specifications:	Streamlined, user-friendly CCA process that is more effective, efficient, and timelier than today's process.
Measure Start:	Pre-MS A
Measure Stop:	Full-Rate Production Decision Review (FRPDR)
Scope:	Title 40/CCA certification & confirmation process (Pre MSA -FRPDR) for all DoD Major Automated Information Systems (MAIS) and Major Defense Acquisition Programs (MDAP).

Timeline

Phase	Planned	Actual	Status
Define the Problem	**16Sept08**	**07Oct08**	
Collect VoC	**28Oct08**	**dd mm yy**	
Project ID	**6Nov08**	**dd mm yy**	
Prioritize Projects	**6Nov08**	**dd mm yy**	
Project Recommendation	**6Nov08**	**dd mm yy**	
Project Launch	**25Nov08**	**dd mm yy**	

AGENDA

Title 40/CCA Working Team

Objectives:

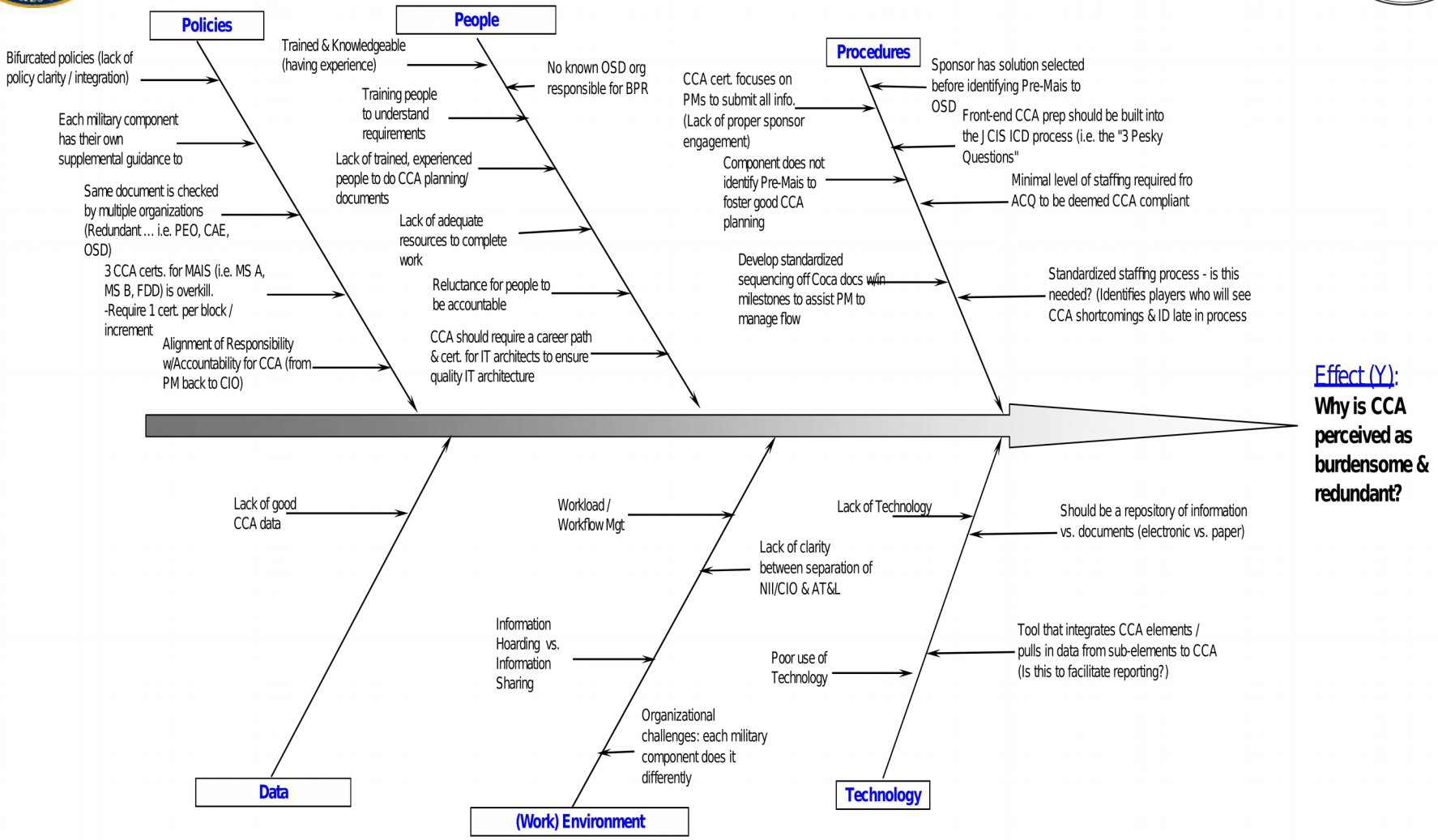
- Receive report out from sub-teams
- Discuss metrics identification & implementation
- Project Reviews/Ranking and Prioritization

Please make yourselves a team binder for materials and bring what we are working on with y
We will provide hardcopy updates, if not sent out electronically.

Time	Topic	Details	Facilitator
5 min	Update	Where we Are …	Tomatra
75 min	Sub-team Reports	(1) MOE/PIR presentation (30 mins). (2) Sub-teams submit findings from VoC data collection efforts. Groups have the option of presenting (10 min max). Any potential projects should be identified and submitted as well.	MOE/PIR & All Sub-teams
30 min	Potential Projects Discussion	Review all projects submitted. Begin to rank projects to determine prioritization.	Tomatra
5 min	Wrap-up	Next Steps & Action Item Review	Tomatra

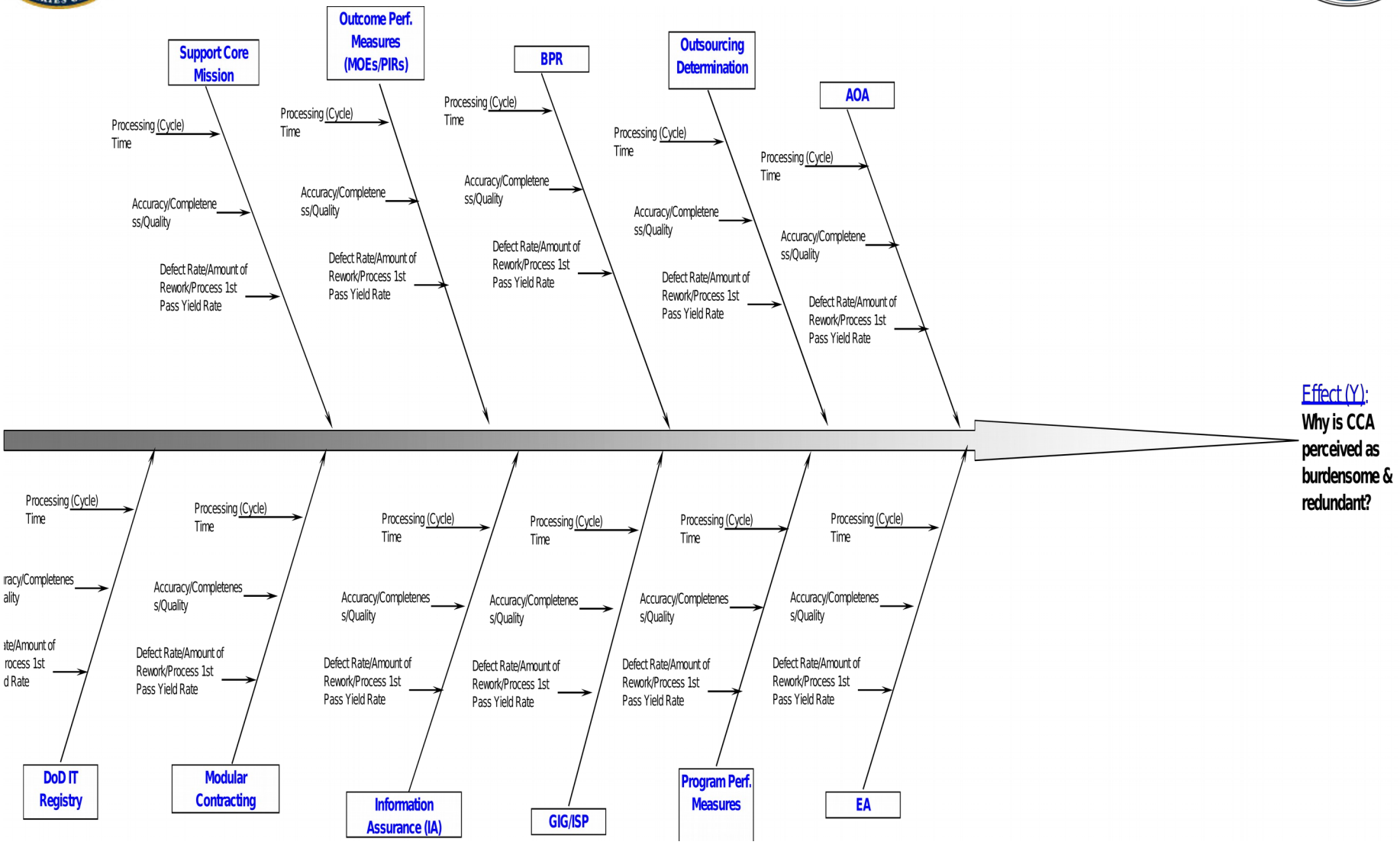
Cause & Effect Diagram: Overall CCA

Title 40/CCA Working Team


Policies
Bifurcated policies (lack of policy clarity / integration)
Each military component has their own supplemental guidance to
Same document is checked by multiple organizations (Redundant ... i.e. PEO, CAE, OSD)
3 CCA certs. for MAIS (i.e. MS A, MS B, FDD) is overkill. -Require 1 cert. per block / increment
Alignment of Responsibility w/Accountability for CCA (from PM back to CIO)
People
Trained & Knowledgeable (having experience)
No known OSD org responsible for BPR
Training people to understand requirements
Lack of trained, experienced people to do CCA planning/ documents
Lack of adequate resources to complete work
Reluctance for people to be accountable
CCA should require a career path & cert. for IT architects to ensure quality IT architecture
Procedures
CCA cert. focuses on PMs to submit all info. (Lack of proper sponsor engagement)
Sponsor has solution selected before identifying Pre-Mais to OSD
Front-end CCA prep should be built into the JCIS ICD process (i.e. the "3 Pesky Questions"
Component does not identify Pre-Mais to foster good CCA planning
Minimal level of staffing required fro ACQ to be deemed CCA compliant
Develop standardized sequencing off Coca docs w/in milestones to assist PM to manage flow
Standardized staffing process - is this needed? (Identifies players who will see CCA shortcomings & ID late in process
Effect (Y):
Why is CCA perceived as burdensome & redundant?
Lack of good CCA data
Data
Workload / Workflow Mgt
Lack of clarity between separation of NII/CIO & AT&L
Information Hoarding vs. Information Sharing
Organizational challenges: each military component does it differently
(Work) Environment
Lack of Technology
Should be a repository of information vs. documents (electronic vs. paper)
Tool that integrates CCA elements / pulls in data from sub-elements to CCA (Is this to facilitate reporting?)
Poor use of Technology
Technology

Cause & Effect Diagram: Sub-team Specific

Title 40/CCA Working Team



Draft - Data Collection Plan

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- Based on Sub-team specific Cause & Effect Diagram

Legend:

RED = Infeasible or Not Significant
YELLOW = Must research
WHITE = Data Accessible

Ref.	Major Category	Theories To Be Tested (Selected From The C-E Diagram, FMECA, and/or FDM)	List Of Questions That Must Be Answered To Test Each Selected Theory	Where Applicable, State The Null and Alternative Hypotheses		Tools To Be Used	Data To Be Collected					
				H_0	H_A		Description/Data Type	Sample Size, Number of Samples	Where To Collect Data	Who Will Collect Data	How Will Data Be Recorded	Remarks
1.2.1	Support Core Mission, Outcome Perf. Measures, BPR, Outsourcing Determination, AOA, EA, Program Perf. Measures, GIS/ISP, IA, Modular Contracting, DoD IT Registry	Processing (Cycle) Time	Does the length of time it takes to complete individual CCA element requirements affect overall CCA compliance & certification rate?	Length of individual CCA element processing times does not affect overall CCA compliance & certification significantly (90% CI)	Length of individual CCA element processing times does affect overall CCA compliance & certification significantly (90% CI)	Regression	CCA element processing time (in months)	n=#of CCA certifications where individual element processing (cycle) time & overall CCA certification cycle time is observed	A+D/b, Component Certification Letters	TBD	TBD	All independent (X) variables heretofore are to be paired with the 3 dependent variables (Y1 = Overall CCA Cycle Time, Y2= Variance of Overall CCA Cycle Time, Y3 = Productivity [CCA Program Approval Rate]
1.2.2	Support Core Mission, Outcome Perf. Measures, BPR, Outsourcing Determination, AOA, EA, Program Perf. Measures, GIS/ISP, IA, Modular Contracting, DoD IT Registry	Accuracy/Completeness/ Quality	Does accuracy/completeness/quality of submitted individual CCA elements affect overall CCA compliance & certification?	Accuracy/Completeness/quality of submitted individual CCA elements does not affect overall CCA compliance & certification	Accuracy/Completeness/quality of submitted individual CCA elements does affect overall CCA compliance & certification	Regression	CCA document completion rate (%)	n=#of CCA certifications where individual element & overall CCA accuracy/completeness/quality is observed	A+D/b, Component Certification Letters	TBD	TBD	All test heretofore must meet criteria for significance at the 90% confidence interval (2 sigma)
1.2.3	Support Core Mission, Outcome Perf. Measures, BPR, Outsourcing Determination, AOA, EA, Program Perf. Measures, GIS/ISP, IA, Modular Contracting, DoD IT Registry	Defect Rate/Amount of Rework/1st Pass Yield Rate	Does defect rate/amount of rework/1st pass yield rate affect overall CCA compliance & certification?	Defect rate/amount of rework/1st pass yield rate does not significantly affect overall CCA compliance & certification	Defect rate/amount of rework/1st pass yield rate significantly affects overall CCA compliance & certification	Regression (logit or discriminant); factor analysis, test of 2 means	Defect rate/amount of rework/1st pass yield rate (% / total # / %)	n=#of CCA certifications where individual element & overall CCA defect rate/amount of rework/1st pass yield rate is observed	A+D/b, Component Certification Letters	TBD	TBD	
8.16.1	Global	Y Variable: Overall CCA Cycle Time (CT)	Main Dependent Variable of Interest	Overall CCA Cycle Time cannot be explained by any measured variable in this study	Overall CCA Cycle Time can be explained by some or all of the variables measured in this study	Various	Average of all observed element processing (cycle) times	n =#CCA certifications where CT is observed	A+D/b, Component Certification Letters		Capture processing (cycle) time for each completed CCA certification	
8.17.1	Global	Y Variable: Productivity [CCA Program Approval Rate]	Measures the number of MAIS/MDAP programs approved (certified)	Productivity cannot be explained by any measured variable in this study	Productivity can be explained by some or all of the variables measured in this study	Various	Productivity of CCA process per year	n =#of CCA certifications approved per *year	TBD		Capture productivity of CCA process (#of cases certified) per year	

Identify Quick- Wins

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QUICK WIN CRITERIA

1. **Easy to Implement**: Making the change or improvement does not require a great deal of coordination, planning, or approvals outside of the team's scope.
2. **Fast to Implement**: Making the change or improvement does not require a great deal of time.
3. **Cheap to Implement**: The change or improvement does not require a large investment of capital, human resources, equipment or technology.
4. **Within the Team's Control**: The team and its management are able to gain the support of the people needed to make the change. The scope of the change is within the team's ability to influence its implementation.
5. **Reversible:** If I make a change it can it be reversed quickly, easily and without a lot of resources. Given the fact that the team does not fully understand the effect and implications of making the quick win change, once made, you want to be confident that the change can be reversed without dramatic ramifications. This helps mitigate rework, unnecessary problems, organizational conflict, etc.
6. **Everyone Agrees**: The team must agree that it meets ALL of the above criteria and it's worth while to do. If it takes the team more than a day to come to a conclusion it is not Quick or Cheap or Easy, etc...let it go and consider it in Improve.

All 1 to 6 MUST BE TRUE for an improvement idea to be a quick

Title 40 CCA Working Documents

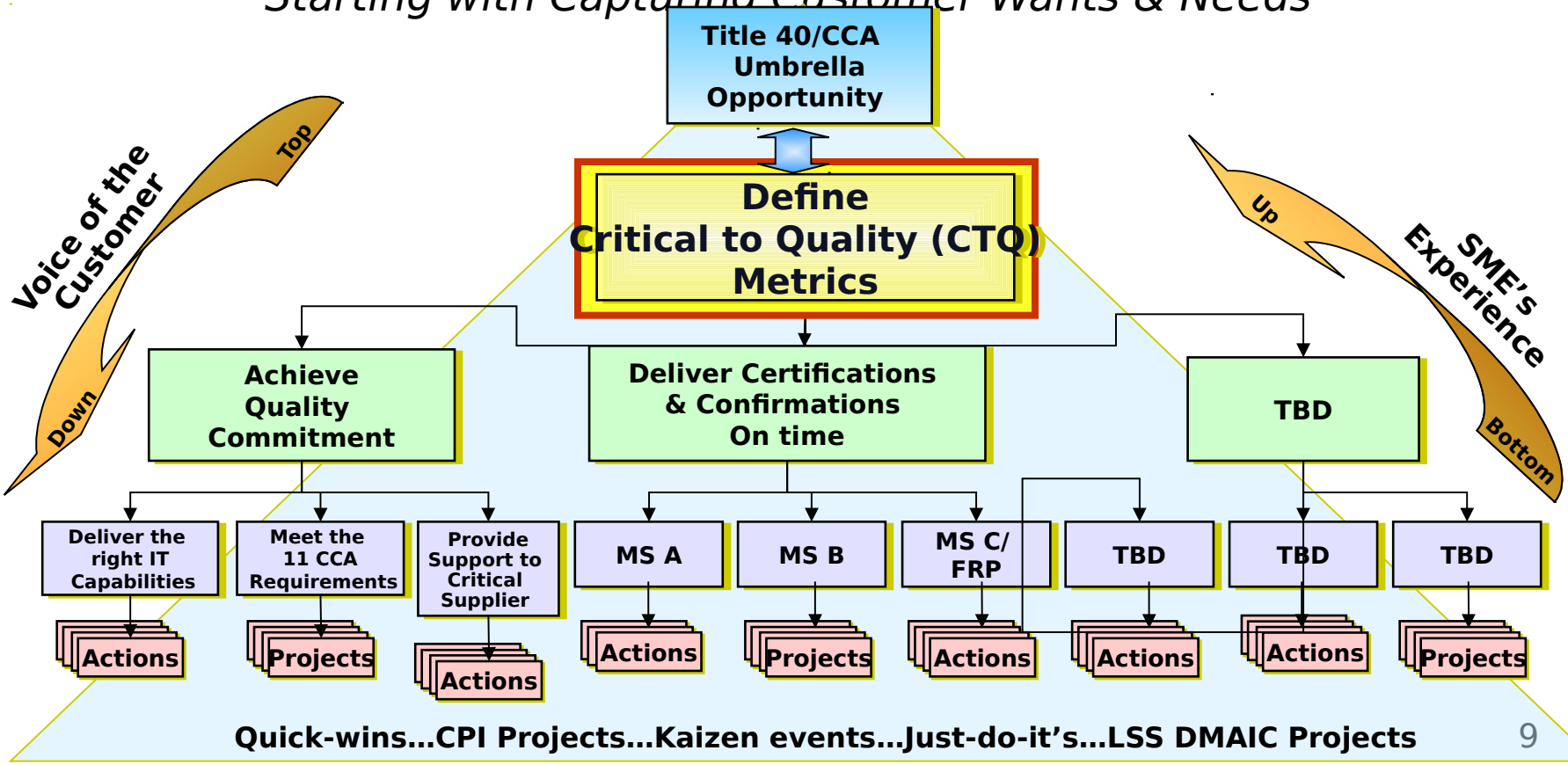
Title 40/CCA LSS Approach…

Defined Critical to Quality Metrics being the Key

Title 40/CCA Working Team **D M A I C**

In order to define high-impact LSS improvement projects, and have short-term results the team will take a top-down bottom-up approach …

Starting with Capturing Customer Wants & Needs



Title 40/CCA LSS Path to Success

- Viewing the Title 40/CCA Transformation in a series of scoped generations, allows us to Aim at the Short Term desired state with a View of the Future desired state…..thus allowing us to make conscious decisions about what we will and won't do each generation, and allow us to change the generations and plan of action as we know more about what we don's know in our present state.

	Generation 1 (2008)	Generation 2 (2009)	Generation "n" (TBD)
Vision	▸ Framework to manage the complexity of improving the Title 40/CCA process ▸ Process and metric gaps clearly identified to drive CPI/LSS projects ▸ Incremental improvements from better managing effectiveness and efficiency of Title 40/CCA process	▸ Substantial improvement in Title 40/CCA metrics observed and validated with data ▸ Multiple LSS projects in process continuing to further drive improvements	▸ The Title 40/CCA process is viewed by the DoD community as a valuable tool effectively integrated into the way DoD conducts IT acquisitions. ▸ Other agencies use DoD's Title 40/CCA process as a benchmark
Objectives	▸ Complete umbrella charter for joint DoD CIO and AT&L team ▸ Identify process and metric gaps via joint team ▸ Launch 1-3 LSS projects to achieve quality, reduce rework, and reduce cycle time ▸ Implement quick wins with measureable results	▸ Certify Green Belts after successfully completing projects ▸ Complete an additional 3-5 projects ▸ Achieve total cycle time and rework reductions of greater than 50% from Generation 1 baseline	▸ Maintain clearly defined processes, roles, responsibilities and metrics ▸ Monitor process to prevent non-value added activities, cycle time and rework increases from being reintroduced ▸ Ensure performance metrics and feedback remain fully integrated into the process to promote CPI